DOCUMENT RESUME

ED 116 516 HE 006 837

AUTHOR	Van Dusen, Albert C.
TITLE	Program Development and Public Affairs at the University of Pittsburgh. University-Urban Interface Program Report.
INSTITUTION	Pittsburgh Univ., Pa.
SPONS AGENCY	Office of Education (DHEW), Washington, D.C. Bureau of Research.
BUREAU NO	80725
PUB DATE	Jul 72
GRANT	OEG-2-9-480725-1027
NOTE	45p.
EDRS PRICE	MF-$0.76 HC-$1.95 Plus Postage
DESCRIPTORS	Alumni; Cultural Exchange; Financial Support; *Higher Education; Organizational Development; Program Administration; *Program Development; Program Planning; *Public Relations; *School Community Relationship; State Universities; University Extension; *Urban Universities
IDENTIFIERS	*Pennsylvania (Pittsburgh)

ABSTRACT

The Office of Program Development and Public Affairs (PDPA) from its inception in September 1967 to July 1971 was primarily concerned with advancing the total University with its traditional mission of teaching and research and with facilitating the University's emerging concerns for public service. The Office assisted with the program development of new directions of the Universtity, especially state-relatedness and the urban dimension, and was responsible for the various offices related to public affairs. The report emphasizes the historical origins and developments of the several offices and functions in the area of PDPA and provides a detailed description of the content and foci of these programs. These offices include news and publications, governmental relations, development and alumni affairs, cultural and educational exchange, university press, special events, Stephen Foster Memorial, Heinz Memorial Chapel, urban and community services, and university-urban interface program. (Author/JMF)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED116516

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

UNIVERSITY-URBAN INTERFACE PROGRAM REPORT

Project No. 80725
Contract No. OEG-2-9-480725-1027

PROGRAM DEVELOPMENT AND PUBLIC AFFAIRS

at the

UNIVERSITY OF PITTSBURGH

The research reported herein was performed pursuant to a contract with the Office of Education, U.S. Department of Health, Education, and Welfare. Contractors undertaking such projects under Government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official Office of Education position or policy.

July, 1972

U.S. Department of
Health, Education, and Welfare
Office of Education
Bureau of Research

HE 006 837

PREFACE

With the inauguration of Chancellor Wesley Wentz Posvar and a mounting concern for the University of Pittsburgh's involvement in community and regional affairs, a number of institutional changes occurred. Numbered among those changes was the establishment of the Office of the Vice Chancellor for Program Development and Public Affairs. In an effort to reflect some of the accomplishments and concerns of that office, the following document has been developed and prepared which covers the period of its inception in September 1967 to its reorganization in July 1971.

This report provides a chronological and analytical history of the new direction of an important administrative division of the University during this period. It especially serves as a summary record for the University-Urban Interface Program, a research program to evaluate how the University of Pittsburgh relates to the Pittsburgh region at a time when University-community relations are a major and growing concern of all universities and their communities. It is the intention that this report, similar to institutional case studies, will provide insights and perspectives for the University of Pittsburgh itself, as well as for other institutions of higher education, which seek to improve their community relations and public service.

TABLE OF CONTENTS

	Page
INTRODUCTION	1
PART I: PROGRAM DEVELOPMENT AND PUBLIC AFFAIRS	
Mission and Role	2
Public Service Role	6
Development of the Office of Urban and Community Services and the University-Urban Interface Program	8
PART II: OFFICES OF PROGRAM DEVELOPMENT AND PUBLIC AFFAIRS	
News and Publications	12
Governmental Relations	14
Development and Alumni Affairs	17
Cultural and Educational Exchange	20
University Press	24
Special Events	26
Stephen Foster Memorial	27
Heinz Memorial Chapel	29
Urban and Community Services	30
University-Urban Interface Program	34
SUMMARY	40

INTRODUCTION

In September, 1967, Chancellor Posvar announced an administrative reorganization of the University. The positions of the Vice Chancellor for the Academic Disciplines and the Vice Chancellor for the Professions were consolidated into the Office of the Provost. The Office of the Vice Chancellor for Program Development and Public Affairs (PDPA) was established and Albert C. Van Dusen, then Vice Chancellor for the Professions, was appointed to this new position.

As the title Program Development and Public Affairs suggests, there was a dual mission. The Program Development mission was to assist with the implementation of major new directions of the University; the Public Affairs mission was to interpret the University to its important local, national, and international constituencies. The assignment was concerned with the advancement of the University and its traditional objectives of teaching and research and especially with its emerging concerns for public service.

The Vice Chancellor's program development responsibilities included from the outset the chairmanship of a new University Council on Urban Programs to assist in the development and support of urban programs throughout the University. This office was also to become one of the principal instruments for fulfilling certain functions of public service which the university alone among institutions in modern society could perform and to which the University of Pittsburgh was committed.

Functions initially assigned to the new PDPA Office were primarily related to the public affairs mission. They included: News and Publications; Development and Alumni Affairs; Commonwealth Relations; Washington Coordinator's Office; The University Press; and the Office of Cultural and Educational Exchange. These were established operational entities, although some, such as Development and Alumni Affairs, were severely depleted in 1967 because of retrenchments related to the University's financial problems of the mid-1960's.

In addition to the above listed functions initially assigned, five other areas of responsibility were incorporated into PDPA from 1967, to July, 1970. They included the public service functions of the Stephen Foster Memorial, and the Heinz Memorial Chapel; the newly developed office of Governmental Relations (incorporating the earlier Commonwealth Relations and Washington Coordinator's Offices); Special Events; Urban and Community Services; and research related to PDPA with a principal focus upon the University-Urban Interface Program.

PART I

PROGRAM DEVELOPMENT AND PUBLIC AFFAIRS

Mission and Role

"Program Development" was interpreted as a supportive and facilitative role in areas where no functional office existed and this mission was retained as an obligation of the Vice Chancellor's immediate office, along with its overall management and coordination role. More specifically, the "program development" function supported and assisted the University in these important new directions: 1. implementation of the state-related status of the University; 2. development of concern for improved public service; and 3. development of an institutional response to the "urban crises."

Talents throughout the University were called upon by this office to help develop the new institutional directions. Many faculty, administrative staff members, and student volunteers assisted by serving on a variety of committees and by accepting many ad-hoc assignments.

When the University of Pittsburgh became a state-related university, many new problems and opportunities understandably came along with the change. When tuition for in-state students was lowered to a level comparable to that of the other state-related universities, the public announcement of this change brought an avalanche of student applications. Faculty, administrative staff, and budgets were taxed to the utmost and there was an urgent need for the University to communicate better with the many individuals and publics who now became concerned.

The "Public Affairs" mission was concerned with accurately and favorably interpreting the University to all its diverse constituencies, including those related to private or public financial support. The "publics" range from the immediate university family directly associated with the campuses, to the local community and selective groups at the state, national and international levels.

The Office of News and Publications has had the task of explaining and interpreting and "telling it like it is" to students, faculty, and the much larger general public whose critical interest needed to be converted into understanding and support. In order to provide a better communications media, the University Times was started to supplement the student newspaper whose emphasis on special subjects of student interest left a need for better-balanced coverage. With TV and other media coverage focusing on the unusual and the dramatic, the need to disseminate information that portrays a wide cross-section of University activities and accomplishments has increased. Solid achievements in teaching, in research, and in public service have not been reported adequately to the public. All universities have had this problem and have been seeking solutions.

State-relatedness brought needed attention to our relations with the Commonwealth of Pennsylvania and more particularly with the Legislature in Harrisburg and other Commonwealth government offices. After surveying the organizational and administrative arrangements of other major universities, a strong Office of Commonwealth Relations was established. An alumnus trustee was appointed Assistant Vice Chancellor of PDPA, and Director of the Office of Commonwealth Relations.

After improving our organization to handle Commonwealth relations, the need arose to re-establish organizational facilties to improve the University's federal relations. The previous organization and personnel for this function had been discontinued during the period of the University's financial crisis. This curtailment may not have made too much difference during the period when federal grant funds were increasingly available. But the situation changed abruptly to where federal grant funds were being progressively reduced and the number of colleges and universities seeking them increased sharply. Because of this the Office of Federal and Local Relations was established: 1. to provide current and detailed information about federal programs; 2. to report on the availability of federal funds for such programs; and 3. to give assistance when and where desired in expediting the preparation and processing of applications for grants.

Initially, the Federal Relations Office had been given the assignment of providing staff liaison support and where appropriate of coordinating the University's external relationships with local government officials, quasi-governmental organizations and other similar public and private groups. In the interest of improved efficiency and economy, the Office of Commonwealth Relations and the Office of Federal and Local Relations were later consolidated into the Office of Governmental Relations.

State-relatedness also brought major policy questions on the future of alumni affairs and fund raising in the private sector. Some indifferent supporters were quick to believe that state-relatedness reduced the need for private financial assistance; in reality, financial development and fund raising through alumni and private support became even more necessary to provide that margin for excellence which Commonwealth support has not and is not likely to assure. Personnel and funds for these activities had been drastically reduced at the time of the University's financial crisis and thus, the first task was to re-establish, reorganize, and revitalize the Office of Development and Alumni Affairs. The Financial Development Committee of the Board of Trustees gave this program their enthusiastic support by approving annual budget increases in the amount of one-half of the estimated increase in annual giving.

Circumstances dictated concentration entirely on increasing annual giving. Although plans had been made to strengthen the Office of Development and Alumni Affairs, lack of available office space in the congested Bouquet Street office precluded the employment of additional staff. Not until May of 1971 when the move of the office to the Hill Building on Fifth Avenue was completed could the additional budgetary funds made available be used to increase staff. Further, no major fund drive could have been initiated until the alumni records could be reorganized and made more usable by being

computerized. Despite the high priority of this project from as far back as 1958, it was not until July of 1970 that funds were made available and authority received to contract out a major portion of this work. Perhaps the major limiting circumstance was that another major Pittsburgh educational institution was in the midst of a major fund drive which made necessary a deferral of any similar major fund drive by the University of Pittsburgh. Since then the state of the economy has not been propitious. Even so, a major breakthrough occurred in November 1970 when the Financial Development Committee and the Board of Trustees formally approved in principle limited fund drives and authorized the preliminary planning necessary for such programs.

In alumni relations and in annual giving our effort has been to enlist the support of as many volunteers as possible. In this work the number of participants has been regarded as important as the dollar total. An all-time record in numbers and in percentage gain in numbers was reached in 1970-71. Special efforts were made to organize alumni relations by geographical areas in Pennsylvania so that alumni support could be mustered and become effective in our relations with the Commonwealth of Pennsylvania.

The Office of Cultural and Educational Exchange during the prior decade (1957-1967) expanded study abroad opportunities for University of Pittsburgh students and faculty and assisted many foreign students and scholars as they came to Pittsburgh. It created two organizations which now function independently of the University. The first one is the Regional Council for International Education, a consortium of over 30 colleges and universities in Western Pennsylvania, West Virginia, and Ohio, created to facilitate the development of international education in those institutions. The other is the Pittsburgh Council for International Visitors (PCIV) which arranges home stays and local hospitality for over 5000 international visitors each year. The University continues to furnish office space and fiscal management support to PCIV.

Major improvements have occurred recently in our service to foreign students through the establishment of an Off-campus Housing Office and by expanding foreign student admissions counseling and advising. Our own domestic students are now better served through the coordination of all Study Abroad Advisors, a cooperative program worked out with the University Center for International Studies and the Post-baccalaureate Educational Services Office.

Full time professional assistance has been instituted to serve the 23 Cultural and Educational Exchange Committees associated with the Nationality Rooms Council.

The University of Pittsburgh Press enjoys a high standing among University Presses and contributed to the academic status of the University. By deliberate design, during the period of 1967-71, while the Press was a part of the area of Program Development and Public Affairs, production of about

25-30 scholarly volumes per year remained constant, while there was a substantial increase in the number of manuscripts submitted for consideration, and an improvement in the quality of books. New series were introduced dealing with Latin America, Contemporary Community Health, and Poetry, and the area of contemporary affairs was established as a major strength of the Press.

The Office of Special Events was established in June, 1960, with Mrs. Martha Michalik named as Director. For many years University-wide functions, and especially commencement exercises, had been planned and supervised on an ad-hoc basis with new personnel impressed on a take-your-turn basis for the work on each event. The Office of Special Events has brought a continuity and professionalism into the planning and execution of all University-wide functions that will insure yearly improvement in quality and efficiency along with the campacity to profit by past experience. Comparable professional effort has been incorporated into the management of the Stephen Foster Memorial and the Heinz Memorial Chapel, two facilities which have special public service features attracting numerous visitors each year.

PUBLIC SERVICE ROLE

The second major new direction was the development and implementation of our concern for an improved public service role on the part of the University. To many such a role had been interpreted as being limited to the total impact of its teaching and research programs which were assumed to be "in the public good" as well as useful to enrolled students. In today's world this was not enough in view of our new state-related status. The driving force was the mushrooming of economic, social, moral, and political problems of a society in transition. Every University school and department was encouraged to examine how its public service function should complement the more traditional teaching and research functions. The Program Development arm of the Office of the Vice Chancellor for PDPA was the facilitator on behalf of the Chancellor's Office in working with the various schools and departments and sought to encourage greater emphasis on the public service dimension in general and a particular focus on urgent "urban crises" problems, especially those related to improving social injustice.

Through the Office of the Vice Chancellor for PDPA, a complete analysis was made and a compendium prepared of all urban programs throughout the University which had a bearing upon urban problems. A University Council on Urban Programs was named by the Chancellor under the Chairmanship of the Vice Chancellor for PDPA to coordinate the rapidly developing urban concerns until more appropriate administrative provisions could be made. With the University-wide interest and enthusiasm thus aroused, the Chancellor requested each faculty group to examine how it could better help meet the critical urban problems and to make proposals of any new programs which could make a significant contribution. In response, over 100 detailed proposals requiring new funding were formulated and submitted. The offices of the Provost, Vice Chancellor for PDPA and Director of Planning evaluated all the proposals and listed those considered to merit funding. Presentations were made to potential donors and funds, though disappointingly limited, were secured thereby enabling some divisions of the University to go beyond their volunteer efforts and undertake substantial programs.

Simultaneously, additional University resources were being allocated to enhance black student enrollments and to improve the academic opportunities for these students within the academic programs. The University's Trees Hall, with its olympic-size swimming pool, was opened to neighborhood children. A variety of volunteer efforts to serve critical community needs, especially in black communities, were made by faculty, staff, and students. The Office of PDPA had a catalytic role in some of these endeavors, and sought to monitor all of them.

These efforts to generate a greater commitment to public service and an increased involvement of the University in urban problems led to another important new direction for the University - development of an institutional focus to the "urban crises." Understandably, some members of the academic community believed that there was a great urgency to have the

University respond to all facets of "urban crises" such as race relations, transportation, air and water pollution, social justice, equal opportunity for housing, education and jobs, and so forth. Amidst all these diverse and decentralized efforts by the academic and staff administrators, the University Council on Urban Programs (UCUP) sought to provide the principal coordination. The part-time nature of this direction had its limitations and it was recognized that an office with full-time personnel might coordinate more effectively some of the University's public service efforts. Because the University budget for new programs and offices was so limited, the Vice Chancellor for PDPA sought grant money to support the establishment of an office to help relate the University to the critical urban problems.

In letters of June 7, 1968 and September 10, 1968 to the Buhl Foundation, the Chancellor requested a grant of $60,000 to improve the capabilities of the University of Pittsburgh "to assist in the solution of Urban and Environmental Problems." The proposal stated:

> "At the University of Pittsburgh the position of Vice Chancellor for Program Development and Public Affairs has been recently established to provide leadership in the University-community area. In its newly created Council on Urban Programs, consisting of key faculty representatives, the University has a basic group which can give policy guidance in the development of programs. But these structural innovations are not sufficient to deal with the hard problem of urban life apart from the concerted effort of a professional staff whose responsibility is to guarantee substantial action. In general, universities are organized according to academic disciplines, and the urban crises transcends these classifications. As they confront the turmoil of the city, the universities are often ill-equipped to effect a productive relationship between thought and action. To avoid this situation, the University of Pittsburgh critically needs staff assistance."

On December 6, 1968, the Buhl Foundation notified the University that the grant of $60,000 had been approved.

DEVELOPMENT OF THE OFFICE OF URBAN AND COMMUNITY SERVICES
and the
UNIVERSITY-URBAN INTERFACE PROGRAM

Also in 1968, the University learned that the Bureau of Research of the United States Office of Education was interested in receiving proposals which might qualify under its program for studying how urban universities relate to their communities. Accordingly, the Office of the Vice Chancellor for PDPA prepared a proposal which in part stated:

> "Recognizing the urgent nature of the urban crisis and the responsibility of all institutions capable of making a contribution . . . the University of Pittsburgh proposes a planning study to enable it to more clearly understand the nature of urban problems and the University's most appropriate role in relating to them. As a result of this study, a plan will be developed suggesting priorities and programmatic approaches for the University to better coordinate and focus its resources, both within the University and in appropriate cooperation with government and civic groups with urban concerns. It will also examine the University administrative processes that can encourage urban interest, maximize inter-disciplinary approaches, facilitate the most productive communication and interaction with outside agencies and evaluate its efforts in the urban field. On the basis of this plan specific proposals will be developed which will permit the University of Pittsburgh to make a significant contribution to the solution of critical urban problems of the region which it serves and provide a model for other universities and their communities."

While the Office of Education had indicated that they were favorably disposed to making a planning grant of $11,108, a considerable delay ensued. Initially, it had been anticipated that the planning grant would be made so that the work could be completed during the period of June 1, 1968 to November 30, 1968. Actually, the planning grant was not awarded until early in 1969, with the requirement that the planning work be done during the period April 1, 1969 to September 30, 1969.

With the Buhl Foundation grant discussed in the previous section available in December 1968, steps were taken to recruit personnel to carry out the mandate of the Buhl grant and to take reasonable risks in anticipation that the Office of Education planning grant would be approved in the near future. When the Office of Education planning grant did come through, it uniquely complemented and supplemented the Buhl grant. The Buhl grant could be used for action programs. The Office of Education grant could not be so used; it was specifically restricted to research which meant that while action programs could not be supported, the chronicling and evaluation of these programs could be.

With grant funding thus assured for at least a limited period, the Vice Chancellor for PDPA then established the Office of Urban and Community Services, the first public service office available to deal primarily with the University's relationships with the minority community.

Numerous individuals were interviewed and in May 1969, Dr. Lloyd Bell was appointed Assistant Vice Chancellor for PDPA and Director of the Office of Urban and Community Services (OUCS). At the start his services were on a part-time basis and on July 1, 1969 he became full time.

Initially, the Buhl Foundation Grant provided operational support of the OUCS and for a brief period so did the federal Office of Education planning grant funds. However, the federal program officer soon made it clear that while the Office of Education Research Bureau was interested in the activities of the action-oriented OUCS, the grant funds were to be used for research, not for operating costs. Research was interpreted to include a systematic chronicling and evaluation of the various ways in which the University was relating to the community.

Under these requirements, an earlier plan to use Office of Education grant beyond the planning period to meet the operating needs of OUCS had to be altered. Because of University budget restrictions at the time this new office was established, no University funds could be allocated to OUCS. Dr. Bell had had previous experience with the hazards of funding a staff through grant funds and urged from the outset that permanent support from annual University budget allocations be made available at least for basic operating requirements.

Fortunately, on the recommendation of the Vice Chancellor for PDPA, the Chancellor on September 9, 1969, provided from University funds a budget allocation for the Office of Urban and Community Services at the annual level of $88,500 in addition to Dr. Bell's own salary. This act assured continuity of the office and underscored the University's commitment to social justice. By the time this "hard money" allocation was made, the OUCS operation had expanded to include eight professionals instead of the three originally projected. The primary attention and activity of the OUCS and that of its urban action coordinators focused upon that part of the "urban crisis" related to the concerns of and for the minority community. The institutional and public service concerns for many of the other causes of the "urban crisis," e.g., transportation, pollution of air and water, etc. were by this time being responded to systematically by the relevant schools and departments.

A Proposal for Continuation of a University-Urban Interface Program (UUIP) was developed during the six-month planning grant period (Phase I) and submitted to the U. S. Office of Education on December 15, 1969. The plan submitted called for research in five priority areas: Office of Urban and Community Services, Expansion Impact Project, Communications Project, Community Long-range Goals Project, and University Organization Project. In

a later section of this report, the foci and content of UUIP will be discussed in some detail. There were some changes. The focus on the Office of Urban and Community Services was shifted to a University-wide approach to minority and community services. The title "Expansion Impact Project" was changed to "Campus Development," to reflect a more comprehensive approach. Basically, however, the program retained its original objectives.

To prepare the proposal to continue the University-Urban Interface Program, the assistance of a wide cross-section of faculty talent was sought. Dr. J. Steele Gow, Jr., the then Associate Provost and Dean of Experimental Programs, prepared the final draft proposal and agreed to assume responsibility for the Community Long-Range Goals Project. Russell Arnold, Lloyd Bell, and Bernard Koperek, all Directors of offices in the PDPA area, also provided inputs which were used in the formulation of research projects related to their fields of activity.

In addition to the proposal cited above, two other reports from the Phase I planning grant work were also submitted to the Office of Education. One was prepared by the Vice Chancellor for PDPA, his principal Research Associate, Eugene Heide, and temporary staff assistants. In the main, that document was a history of the planning effort, but it also included considerable background material. The second was a Plan for an Office of Urban and Community Services prepared by Lloyd Bell and his staff.

In early 1970 the Office of Education approved the five-project UUIP proposal which at that time contemplated a four-year research program but with annual renewals. Dr. Albert C. Van Dusen was designated as the Principal Investigator, and Dr. Robert C. Brictson who joined the PDPA staff as Director of Research Programs was made Director of Research in January of 1970. The University-Urban Interface Program was evaluated by an Office of Education Site Visitation Team during April 26-28, 1971. With a favorable evaluation report, the Office of Education extended the University-Urban Interface Program and funded it at the rate of $200,000 a year through June of 1973.

With the development of the UUIP, came recognition of the need to research and understand more fully the impact of the University of Pittsburgh on the local economy. Such data would supplement and be useful to the research being carried out in the five major research projects previously described. Accordingly, in June 1971 the Educational Systems Research Group of Washington, D.C. was given a contract to do such a study with the substantial assistance of Dr. Van Dusen, Dr. Brictson, Mr. Louis Tronzo, a University-wide Advisory Committee, and many members of the Pittsburgh, Oakland, and University communities. This study has been financed by the Office of Education and the Buhl Foundation. The choice of an outside contractor to supervise this research was dictated in order to insure objectivity and by the circumstance that the American Council on Education had recently sponsored a study on Estimating the Impact of a College or University on the Local Economy by John Caffrey and Herbert Isaacs. With Mr. Caffrey's association with the Educational Systems Research Group, it became pos-

sible to use the expertise and methodology that had already been developed. Application of this general methodology to the specific case of the University of Pittsburgh might well provide a prototype for use by other universities. In addition, the information developed by the study could be of general assistance to the University in its relations with the community, the city, and the state in all its communications and fund-raising programs and problems.

PART II

OFFICES OF PROGRAM DEVELOPMENT AND PUBLIC AFFAIRS

OFFICE OF NEWS AND PUBLICATIONS

The Office of News and Publications has had the major responsibility for promoting and interpreting the University's public image through the mass media. The promotion and interpretation of the University, however, continues to be a responsibility which also must rest with every member of the University's faculty and staff.

In order to understand the progress made by the Office of News and Publications during the past several years, the earlier condition of our news dissemination situation and the public relations philosophy of the University must be taken into account. In 1967, the University did not have any type of internal communications device and was at the mercy of the public news media and the student newspaper. A pressing need was for the establishment of some internal information source which could make the University's position known at least to its own administrators, a population of 2,000 faculty members and 5,000 staff persons.

Of equal importance in the operation of the Office of News and Publications was a change in the basic public relations philosophy of the University. In the mid-1960's the concentration had been on the University as a whole. In more recent years, our policy has been to encourage a recognition of the individual's identification with his particular School. At present the Office of News and Publications has the task of coping with the problem of projecting both the total University and the individual Schools.

In order to accommodate to this policy change, the Office of News and Publications has introduced two significant changes in its operation. First, the University Times was started in order to provide primarily the faculty and staff of the University with a regular source of information. Secondly, a "beat system" has been instituted whereby a reporter is assigned to selected Schools with the instruction to devote his primary attention to improving the visability of the Schools under his care.

During the period that the Office of News and Publications reported to the Vice Chancellor for Program Development and Public Affairs, a number of significant external events occurred which affected the news dissemination process of the University. The years 1967-71 saw increased student activism on our campus and around the world. The student newspaper became intrigued with expose reporting. In addition, state-related status

* This part of the document is a compilation of detailed descriptions of the office and functions for which PDPA had responsibility. Much of the information has been drawn from material prepared by office directors or from relevant documents.

for the University brought increased public interest in the activities of the institution. These developments made it necessary for the Office of News and Publications to integrate a variety of informational inputs and to develop a process through which the University's story could be told not only through the campus University Times but through the public media. Efforts to achieve this goal have met with limited success. This problem continues to be the most vexing dilemma confronting the Office of News and Publications.

The Office of News and Publications generated approximately 1,000 separate publications for the University of Pittsburgh during the fiscal year 1970-71. Among these publications were: newsletters, bulletins, catalogues, brochures, and various promotional materials. In addition to the publications, approximately 600 press releases were also issued during the past year. During the months of March, April, and May, 1971, the Office of News and Publications arranged some 34 television and 22 radio appearances by University personnel.

In the spring of 1971, the Office of News and Publications produced and filmed a sixty-second public service spot announcement which appeared on a number of television stations in Pennsylvania and the Eastern seaboard of the United States. This public service announcement was designed to dispel a number of criticisms of today's youth and demonstrate that physical appearance is not symbolic of the good work and conscientious study being performed by America's youth. As an initial attempt to capitalize on the use of public service television time, the reaction to this spot announcement was generally favorable. The practice of using television in this manner will be continued and additional productions will be undertaken.

OFFICE OF GOVERNMENTAL RELATIONS

This office was created in response to the recognized need for well-organized governmental representation after the University of Pittsburgh became state-related. As it was originally structured in 1967 by Chancellor Kurtzman, the office was staffed by individuals having additional responsibilities within the University. In 1969, the office was reorganized and Mr. Russell Arnold was named Assistant Vice Chancellor for Governmental Relations. Activities relating to state, local, and federal representation are summarized as follows:

State Government: The University of Pittsburgh's representation in Harrisburg is now approaching the quality of that provided by Penn State and Temple. The warm reception given Chancellor Posvar in Harrisburg in 1971, as opposed to the antagonism shown toward him in 1969, may be cited as an example that constructive work is being accomplished in the State Capital toward the improvement of the University of Pittsburgh's public acceptance. Through the constant attention given to state officials, the University has obtained the acceptance necessary to gain quick access to the legislative leadership of both Houses, on both sides of the aisle.

This spirit of growing cooperation between Harrisburg and Pitt has made application for and granting of an annual state appropriation less of a political ordeal during an era of increasing public disenchantment with higher education. It is interesting to note the rise in state appropriations charted below for the years 1967-71:

1967-68	$30,134,400
1968-69	34,503,000
1969-70	40,399,000
1970-71	40,399,000

Special attention has also been given to the need to make University employees - and especially faculty members - understand that we are, in fact, state related. The Governmental Relations staff has worked hard to convince the University that politics is a way of life and that if we are to gain any political benefits we must thoroughly understand both the workings of the political process and our role as a state-related institution.

The Office of Governmental Relations has opened lines of communication between legislators and University personnel by taking the following steps:

1. The Commonwealth Relations Committee of the University Senate has been established.

2. "Legislative Day" was begun and the legislators from Western Pennsylvania were invited to Pitt. Fourteen came, stayed in the Litchfield Tower Dorms, and had numerous occasions to speak to students, faculty, and administrators.

3. "Legislative Dinners" have been held in Pittsburgh and Harrisburg where information is exchanged between University Personnel and interested legislators.

4. Legislators have been invited to all University-wide functions. Those who attend are greeted and often escorted by members of the Governmental Relations staff.

5. Procedures have been developed to handle expeditiously requests presented by legislators from their constituents.

While the acceptance of the University in Harrisburg has been improving, the University community has not yet learned to use the office to the fullest extent possible. As members of the Governmental Relations staff are able to handle State government matters with greater dispatch, it is hoped that members of the University staff will more readily seek their assistance.

A particularly encouraging sign has been the increased interest in cooperation among the three state-related universities in Pennsylvania. The meetings among the three Presidents have acted as the catalyst promoting cooperation between Pitt, Penn State, and Temple.

Local Government: While the University does have problems with some members of the local community over campus development plans, the Governmental Relations staff has been working to establish many additional personal contacts in the Oakland area with the result that the respect, interest, and confidence of a significant number of local residents and leaders have been gained. An editorial comment which appeared in the August 5, 1971, edition of the Oakland News was a clear endorsement of the University of Pittsburgh citing several of the advantages gained by the community through the University's presence. Nine months to a year before, such an opinion would not have appeared in this publication. The University's message is beginning to have an impact on some segments of the local community and Governmental Relations has been working to make the University's position better known.

In addition to the Oakland community, the Governmental Relations staff has been working to achieve a personal relationship with city and county officials, including members of City Council and the County Commissioners. With regular contact the rapport between local officials and University officials has been improving.

Federal Government: During the financial crisis of the mid-1960's at the University, Federal representation was curtailed. However, as the University regained its financial footing, it became increasingly important to seek ways of securing additional Federal funds from the growing amount that was then being made available. The passage of several important pieces of Federal legislation which made large sums available to institutions of higher education took place during this period which also witnessed growing competition by universities for these funds. As the financial situation improved, the University found it possible to re-establish Federal representation.

The primary interest in improved contacts with the Federal Government is to take full advantage of all grant possibilities present in Washington. To this end, the Governmental Relations staff has endeavored to forward information on grant opportunities to any members of the faculty at the University who have expressed an interest. In an effort to improve their service, the Governmental Relations staff has met with the Deans of the various schools in order to determine their specific needs. The feedback from these meetings has proved helpful.

Certain faculty and staff members have been able to function most effectively on their own in Washington and have established working relationships with government agencies resulting in the funding of many projects. Within the University, however, there are many professional employees with only limited experience in obtaining Federal grants. To these persons the Governmental Relations staff can render substantial assistance if these individuals make their interests known. Considerable time and effort will be saved through this procedure.

During recent years income to Pitt from diverse federal government sources has increased. The Office of Governmental Relations monitors the Federal grants and in some cases as indicated above plays a direct role in effecting the relationships which result in federal support. Statistics for the years 1967-71 are as follows:

1967-68	$25,206,900
1968-69	24,122,500
1969-70	25,604,400
1970-71	28,465,200

As a result of a proposal to the Presidents of Pennsylvania's state-related universities, work is now progressing on a study of a possible cooperative office in Washington, D.C., to serve the three universities. Other alternatives to further facilitate the University's liaison with the legislative and administrative branches of the federal government will also be explored.

Additional Activities: In cooperation with the Development and Alumni Affairs Office, the Office of Governmental Relations has been working to cultivate key persons in each of the twenty regions established in Pennsylvania. These individuals will be valuable resources to the University not only during times of legislative impasse but also on a continuing basis.

The Office of Governmental Relations has made an effort to increase student involvement in their operation. Several students have been added to the staff as part-time employees and recently one student was hired on a full-time basis. In addition to the contributions which the students have been making, an employment opportunity in the Office of Governmental Relations is a valuable learning experience which should help to make them better informed Alumni, responsive to the political needs of their University.

OFFICE OF DEVELOPMENT AND ALUMNI AFFAIRS

In the fall of 1967, Development and Alumni Affairs became a component of PDPA. As the University's financial crisis abated, the University recognized the need to build an organization to systematically seek private support. Following that recognition the immediate objective was to expand the Office of Development and Alumni Affairs to serve that function. However, to achieve that objective it was necessary to recruit a specialized fund-raising staff; find larger facilities to house the increased staff and operation; and streamline fund-raising efforts by initially focusing on the Annual Giving Fund. The rationale for concentrating on the Annual Giving Fund included the following:

1. This type of campaign would help to identify capable volunteer leadership.

2. Alumni and donor records would be vastly improved.

3. Budget support for the office would be tied to the projected increase in Annual Giving.

4. It would be a way of raising funds from private sources without duplicating the major capital fund drive under way at Carnegie-Mellon University.

Despite contrary national trends, Pitt was able to dramatically increase the number of donors to the Annual Giving Fund in the four years following the redirection of this office. The figures below illustrate this growing trend for the years 1966-1971.

Fiscal Year	Donors	Dollars
1966-67	5,768	$282,540
1967-68	7,108	363,298
1968-69	8,453	401,866
1969-70	9,950	518,990
1970-71	14,505	597,917

In addition, the total funds raised from the private sector (not including the Annual Giving Fund) amounted to $28,475,001.37 during the last four years. The following figures indicate the fluctuating nature of these donations by year.

1967-68	$ 8,473,495.59
1968-69	5,854,351.98
1969-70	7,903,308.63
1970-71	[illegible]
TOTAL	$28,[illegible]

The following improvements have been effected:

1. Increased budgets have made it possible to hire staff with fund-raising experience and to upgrade gradually the unsophisticated staff hired under limited budget conditions and housed in inadequate facilities.

2. The Office of Development and Alumni Affairs was able to move at long last from the overcrowded office on Bouquet Street which precluded the hiring of additional staff because there was no room for them.

3. An adequate and efficiently arranged office in the Hill Building has been occupied and space will be available in which to house additional staff. The unusual delay and the necessity to plan for several different locations prior to the availability of the Hill Building were detrimental to fund-raising efforts, but the new facility should help insure ease of operation.

4. Alumni and fund-raising records have been improved and computerized, yielding a great improvement over the manual system used previously.

5. The "phone-a-thons" were introduced as a way of conducting personalized annual appeals by individuals associated with the same school with which the solicited alumni were affiliated. Due to the growth and specialization typified by modern higher education, growing numbers of students and alumni tend to identify more closely with their School than with the whole University. Personalized solicitation by school has been one means of capitalizing on this development.

6. A successful special campaign for the School of Engineering which raised over $3 million has been completed. Specialized fund-raising campaigns have been studied by the Financial Development Committee of the Board of Trustees and an inventory of needs of the various schools completed.

7. Regional Alumni associations have been established throughout the nation. In Pennsylvania this program will be carried out in cooperation with the Office of Governmental Relations. This organizational effort will facilitate the identification of Alumni leadership in every legislative district of the State. As alumni volunteers, they should provide continuing ambassadorial relationships with elected and appointed officials. The regional Alumni districts should also provide a useful vehicle for the recruitment of outstanding students and student-athletes.

8. Work has begun on the preparation of a manual giving guidance on how to improve the organization and coordination of the field work done for the University by volunteers. In addition to information on University procedures, these manuals will include helpful information on the contacting of individuals in each area, methods of conducting meetings, and other useful data.

9. Active recruitment has been approved for senior staff appointments for special gifts from individuals and deferred giving. Persons with successful experiences in fund-raising campaigns drawing upon all private sources of funds (individuals, corporations, and foundations) are being sought.

At the same time our major efforts have been directed to the rebuilding of the Office of Development and Alumni Affairs and reshaping of its program; our progress has been impeded by the following:

1. A major capital fund drive at Carnegie-Mellon University has been under way.

2. Pitt has suffered from a general lack of Alumni support.

3. Inadequate records have been kept on Alumni and donors to the University.

4. The general public's attitude toward the University has not been as favorable as it should be.

5. Office space limitations have prevented Development and Alumni Affairs from having adequate facilities.

6. Hired under a restricted budget situation, the staff of Development and Alumni Affairs has been relatively unsophisticated in the art of fund-raising.

THE OFFICE OF CULTURAL AND EDUCATIONAL EXCHANGE

The Office of Cultural and Educational Exchange was established in 1957 as an outgrowth of the work done by Mrs. Ruth Crawford Mitchell and her associates, who had expanded study abroad opportunities for University of Pittsburgh students and scholars, and had attracted many foreign students and academicians to the University.

Over the past decade, the Office of Cultural and Educational Exchange has developed a complex of interrelationships between the University and local, as well as outlying communities, with colleges in the tri-state regional area and with business and community organizations in Pittsburgh. This relational structure is unique in academic organization. These activities have focused upon the field of interpersonal exchange at the international and intercultural level, thus requiring specialized training and skills. This Office has not involved itself in the academic dimensions of international education, such as curriculum development, research in international topics, or assistance to developing nations.

During the 1960's, great emphasis was placed on expanding the international dimension of the institution. Additional ways were sought to make the University of Pittsburgh a more attractive insitution to foreign visitors and to increase the opportunities for University scholars to study abroad. In 1967, the Office of Cultural and Educational Exchange was assigned to the Vice Chancellor for Program Development and Public Affairs. Over the past four years, the emphasis has been on strengthening each of the individual components, so that the entire office could better perform its responsibilities.

Perhaps the most critical problem hampering the University's effort to attract outstanding foreign talent has been the lack of adequate housing facilities for these persons. A survey of off-campus housing conducted by foreign graduate students resulted in data on which a proposal for the creation of an off-campus housing office was formulated. The Vice Chancellor for Student Affairs also requested the establishment of such an office and with the substantiating data provided by the foreign graduate students, the Off-Campus Housing Office was created in July of 1971.

Major improvements which have been made in the operation of each area of the Office of Cultural and Educational Exchange are as follows:

1. Foreign Student Admissions: The position of Foreign Students Admissions Counselor was created approximately four years ago. As a result of recently delegated authority, undergraduate foreign students are now cleared both academically and non-academically by this office. The admissions counselor provides a service of credentials evaluation to all graduate departments. The services provided by this office have resulted in substantial saving of time. A growing percentage of foreign applicants now know

prior to June 1 whether or not they will be able to attend the University of Pittsburgh in the fall. Recently a new admission procedure for graduate applicants was negotiated with the School of Engineering. This procedure should result in the faster screening and evaluation of foreign applicants. It is likely that other graduate departments will now make greater use of the Foreign Students Admissions Counselor services.

2. Foreign Student Advising: Over the past three years a conscientious effort has been made to increase the number of Foreign Student Advisors in order to improve the orientation program for foreign students, and to establish some organized foreign student groups. In 1968, there was one advisor for 700 foreign students. There are now three advisors serving approximately 1,000 students, in accord with the national norm. The orientation program in 1968 consisted of one day. Now, due to increased staff and planning, there is an orientation program of 10 days on campus followed by a home stay with an American family with arrangements made by the Pittsburgh Council for International Visitors. Three years ago there were no foreign student organizations. In 1970, two such groups were formed - one at the graduate level and another for undergraduates - providing organizational identification for our foreign students.

3. Study Abroad Advising: Three years ago six different individuals in the University were offering study abroad advising service. In many cases, students and faculty were shuttled back and forth between a variety of people when they sought study abroad advice. In order to end this aggravating inconvenience, the Study Abroad Advisor's Office was created in September 1970, in cooperation with the University Center for International Studies and the Post-baccalaureate Educational Services Office.

4. Nationality Rooms and Committees: The Nationality Rooms and Nationality Committees programs have involved the directing, advising, and administering of all aspects of 23 Cultural and Educational Exchange Committees, the Nationality Council and affiliating organizations. These programs have included activities which have provided the funding of over 150 student scholarships and 74 grants for faculty and staff for study and research abroad. Expanding dimensions of the Nationality Rooms Program include the projected construction of additional rooms (Israel) and areas (Japanese Garden); the stimulation and coordination of community approaches to multi-ethnic or intercultural studies; cooperation with local organizations (the U.N. Association, World Affairs Council) in planning and executing international programs; and the sponsoring of

ethnic studies workshops involving elementary, secondary, and university educators and students from many eastern states.

Established in January of 1971, the Visitors Center has been given the assignment of coordinating and conducting tours of the Nationality Rooms, Heinz Chapel, and other campus facilities. In May, 1971, over 4,000 visitors received guided tours of the Nationality Rooms. A slide presentation on "The Story of the Nationality Rooms" has been prepared. This presentation is given when Nationality Rooms are in use as classrooms and has been used extensively at schools, churches, clubs, community groups, conventions, as well as for Parents' and Homecoming weekends, and alumni events. Open daily, including weekends and Sunday afternoons, the Visitors Center has filled an urgent need, welcoming and providing hospitality to the thousands of visitors attracted to the Cathedral of Learning and the Nationality Rooms.

The Nationality Rooms and Committees staff have also been given the responsibility for directing, advising, and administering the Quo Vadis Program, a volunteer student activity involving between 50 and 75 students plus a newly formed alumnae group. The members receive intensive training and testing in the history, architecture, and meaning of the Nationality Rooms and the Heinz Chapel and in the art of public presentation and hospitality. The unpaid Quo Vadis volunteers handle all the guided tours.

5. The Pittsburgh Council for International Visitors (PCIV). This is a non-profit organization with its own budget which has maintained an informal working relationship with the University of Pittsburgh.

Through this unique relationship, the University has provided office space for the Pittsburgh Council for International Visitors and has served as its fiscal agent. Because of its physical proximity and close working relationship, the University of Pittsburgh has enjoyed a disproportionate share of the benefits from this organization which brings some 50 women to our campus who work as volunteers some four hours a week. The public relations affect of this sustained association has been substantial and a variety of social and cultural opportunities for foreign students has been provided. Through increased staff support, and as a result of the growing number of foreign students at the University of Pittsburgh, the cooperation

and interdependency of the Pittsburgh Council for International Visitors and the Office of Cultural and Educational Exchange has increased in recent years. During the past fiscal year, the Pittsburgh Council for International Visitors arranged over 5,600 visitations for 1,328 foreign scholars, and many trainees with local firms, together with members of their families who resided in Pittsburgh for at least one academic year.

6. The Regional Council for International Education (RCIE), a consortium of more than thirty colleges and universities in Western Pennsylvania, West Virginia and Ohio, is the oldest of the interinstitutional cooperatives established for the development of international education and has continued as one of the strongest organizations of its kind. This organization, like PCIV, has been independently financed and administered but was initiated by the Office of Cultural and Educational Exchange and maintained close ties with it. The University has cooperated with the Council in many different ways, such as the joint submission of proposals to the Office of Education for financial support for projects abroad, the employment by the Regional Council of faculty of the University as Directors for faculty seminars abroad, and the integration of students and faculty of the University into programs of the Regional Council for International Education.

On September 1, 1971 the Office of Cultural and Educational Exchange was dissolved and the functions reassigned to other areas of the University. The office of International Student Services was created and placed under Student Affairs. The Study Abroad Advisor was assigned to the University Center for International Studies. The Nationality Rooms Program and committees, reconstituted as the Nationality Rooms and Intercultural Exchange Programs, and the liaison function with the Pittsburgh Council for International Visitors and the Regional Council for International Education have been transferred to the Secretary of the University.

THE OFFICE OF THE UNIVERSITY PRESS

The publication of scholarly works by the University Press has long been recognized as an excellent way of providing an improved public relations impact on the scholarly community at large. The various publications of the University Press have been one means of acquiring for the University of Pittsburgh a national reputation for excellence and demonstrated scholarship. Also, the existence of the Press has provided an additional incentive for scholarship at the University of Pittsburgh. Approximately one-third of the manuscripts published by the Press have been authored by Pitt faculty members. The works published at the University of Pittsburgh Press have been largely those materials which may not have been sought eagerly by commercial publishers, but which at the same time have represented a substantial contribution to the various fields of scholarly endeavor.

The quality of the manuscripts published by the University Press has been generally acknowledged as being excellent, thereby adding substantially to the public image of the University of Pittsburgh in the minds of the members of the academic world who buy and read our books. In addition to authors from the University of Pittsburgh, approximately 10% of the works published by the Press have been manuscripts of individuals from other nations. The University Press has been successful in securing publication rights to a number of foreign scholarly works and in adding to the international reputation of the University of Pittsburgh.

During the past five years, the policy of the University Press has been not to increase the number of books published each year, but instead to begin publication in certain new areas and to develop further the fields in which the Press has already been publishing. Production has remained constant at between 25 to 30 new books each year. Since 1967, the following new series have been inaugurated:

1. The Latin American List.
2. The Contemporary Community Health Series.
3. The Pitt Poetry Series.

In addition, there has been a qualitative improvement in other areas such as history, philosophy, anthropology, social work, and political science. The general area of contemporary affairs has also been developed, encompassing many specific fields of scholarship. This area may now be cited as one of the University Press' major strengths.

The figures cited below indicate growth of the University Press since 1967, while staying within the substantive areas noted above.

	1967	1971
Books in Print	155	209
Sales Volume	$138,220	$212,408

Although it has been difficult to measure the University Press' reputation, the University Press' recognition - and in turn that of the University of Pittsburgh - has increased during the past four years. Literally hundreds of reviews of University Press publications have appeared each year in scores of scholarly quarterlies as well as reviews in such mass circulation publications as Newsweek, The New York Times, Saturday Review, and Time among others.

There has been a substantial increase in the number of manuscripts submitted to the University Press. This fact may be taken as another favorable indicator of the growing reputation of the University of Pittsburgh Press.

THE OFFICE OF SPECIAL EVENTS

The Office of Special Events was established in June, 1969, and Mrs. Martha Michalik was appointed the Director. This action was taken in response to a pressing need to improve the planning, organization, and administration of University-wide social and extracurricular activities. Prior to this time these events had been planned and carried out on an ad-hoc basis with different personnel assigned for each occasion. In effect, those events that were everyone's business had become no one's business and at times lack of attention to mundane details caused embarrassment. In addition, the experience gained in organizing and directing an event one year was not carried over to effecting improvements the next year because of the high turnover of involved personnel.

The Office of Special Events has the responsibility for planning, scheduling, organizing, and directing commencement exercises, convocations, building dedications, dedications of special facilities and equipment such as the recently-acquired organ in the Heinz Chapel, official social gatherings, and the visitation of special guests on campus. In addition, during the fiscal year 1970-71, twenty-seven "special events" were arranged and managed. Also, arrangements were made and executed for public relations functions at nine University of Pittsburgh football games. Out of these experiences has come growing expertise and professionalism along with a realization of the attention and emphasis that must be given to minute details.

Through the years, the University has made sporadic efforts to record systematically the attempts to cultivate various individuals in the community. Substantial progress has been made on the establishment of a system wherein a record will be kept of all invitations extended to community influentials and of their acceptances or declinations. Until recently, the University has had no overall information or means of knowing who had accepted or declined past invitations. Because of this, there had been no way of knowing whether certain individuals had been invited too often or not often enough. Further, there had been no systematic process to analyze who had not been invited in the past but who should be in the future.

Another responsibility which has been assigned to this office is that of handling all requests for the use of University facilities for extracurricular activities from outside groups or by University personnel other than students. Through the careful screening of such requests, the misuse of University facilities has been minimized. In addition, scheduling conflicts have been eliminated. Further, care has been taken to require that sponsorship of the event has been assumed by a University faculty or administrative member with the approval of the pertinent school, department or office, so that some member of the University family will be present to act as a host and to assist the outside group to whom the hospitality of the University has been extended.

STEPHEN FOSTER MEMORIAL

The Stephen Foster Memorial has been and continues to be one of the primary cultural and tourist attractions of Western Pennsylvania. It became a component part of the Office of Program Development and Public Affairs in 1967. In addition to being a much-used facility for activities at the University of Pittsburgh, the Memorial is significant in that historically it has provided a bridge between the University and an out-of-state source of philanthropic support. The Lilly Endowment, Inc. of Indianapolis, Indiana, has provided generous support, through the years, for the maintenance of the Foster Hall Collection, which is housed in the Memorial. The Endowment has also made grants for several capital improvements in the Memorial.

The Curator of the Stephen Foster Memorial has maintained a long-time association with the Lilly Endowment. The interest of Mr. Eli Lilly, president of the Endowment, in the life and works of Stephen Foster, along with the substantial collection of Foster memorabilia assembled in the Foster Memorial, have made the association between the Endowment and the University mutually rewarding. During the past year, the Lilly Endowment provided a $100,000 improvement grant for a major renovation of the facility.

Approximately a thousand events a year take place in the Stephen Foster Memorial auditorium and social room. Included in these events are dramatic productions, musical programs, lectures, conferences, seminars, classes, rehearsals, and social events.

The Memorial is used by the Department of Speech and Theatre Arts for the production of its three or more major dramatic presentations each year. During the Fall and Winter terms, each production is scheduled for ten performances. For the Spring production, six performances are held. In addition, during the past year the University Theatre sponsored the appearance of the Vanguard Theatre, which offered three performances.

Approximately two million people have made use of the Stephen Foster Memorial since it was dedicated in 1937. They include participants in the various events, audiences attending those events, visitors inspecting the displays in the museum, and individuals working in the Foster Hall Collection.

The Foster Hall Collection, the world's largest assemblage of material relating to the life and works of the Pittsburgh composer, Stephen Collins Foster, provides information not only about Foster, but also about the history and culture of mid-nineteenth century America.

Thousands of people visit the Memorial each year, singly or in groups, to inspect the displays of Foster material. School tours of the University include the Foster Memorial in their itineraries. Writers, scholars, and research workers use the material in the Foster Hall Collection for their various projects. Pictures are made available to newspapers, magazines, and publishing houses.

The publications of the Foster Hall Collection are available to interested people. Thousands of copies of Stephen Foster's songs, as well as an account of his life, are presented each year, without cost, to schools and libraries, not only in the United States, but in many other countries.

Hundreds of letters are received each year, from correspondents throughout the world, who are interested in Stephen Foster's life and music, and answering such letters is among the duties of the staff of the Foster Hall Collection.

HEINZ MEMORIAL CHAPEL

Formerly administered by the Office of Student Affairs, the management of Heinz Memorial Chapel, under the supervision of Miss Savina Skewis, became one of the public service responsibilities of Program Development and Public Affairs when that Office was established in 1967.

A dedicated group of artists and craftsmen erected the Heinz Memorial Chapel in the early 1930's. The concept of the Chapel was envisioned, and the erection of the Chapel executed, by Howard Heinz, Chancellor John Gabbert Bowman, and John Weber, business manager and secretary of the University. Working closely with them were Mrs. Howard Heinz, Mr. and Mrs. Clifford S. Heinz, and two eminent clergymen, Dr. Hugh Thomson Kerr and Dr. Henry Sloan Coffin. For these, working in concert for more than a decade, the Heinz Memorial Chapel was both a dream and a reality.

In the more than thirty years since the Chapel's dedication in 1938, many changes have taken place both within the University and in society at large. The changes affecting the Chapel's function have been accentuated in the past four years. The University has become state-related; the student body and faculty, larger and more diverse; the ecumenical religious movement in society has grown. Churches have changed emphases; young people have become more assertive and involved; and the University Music Department has expanded with increased use of the Chapel. These changes have required increasing administrative attention to details in scheduling, operating and maintaining the Chapel.

Although originally built for interdenominational services in the Protestant tradition, Catholic and Jewish services are now also held here. In addition, there are scheduled many rehearsals and concerts by the Music Department, other concerts and ceremonies and many weddings. Last year over a thousand scheduled events were held in the Chapel, including over 200 weddings. In all, an estimated 75,000 people attended scheduled events in the Chapel, visited it on campus tours, or used it for private meditation.

The Heinz family continues to maintain an active interest in all aspects of the Chapel and its programs. They have been most generous in financially supporting its physical maintenance and operation. The Heinz Memorial Chapel, with its remarkably tall and beautiful stained glass windows, stands as a unique compliment to the Cathedral of Learning and an architectural masterpiece which contributes to the spiritual and aesthetic qualities of the campus and community.

The Howard Heinz Endowment makes substantial annual contributions for the maintenance of the building, and to provide for the maintenance of the Chapel Hostess. Through the Endowment and the generosity of individual family members, a new roof and a new dual console organ have been installed and new lighting for both interior and exterior is contemplated.

THE OFFICE OF URBAN AND COMMUNITY SERVICES

The Office of Urban and Community Services (OUCS) was established on May 1, 1969, when Dr. Lloyd Bell's appointment as Assistant Vice Chancellor for PDPA and Director of OUCS became effective on a part-time basis. On July 1, 1969, he became available full time. However, the genesis for such an office had originated many months before.

On January 19, 1968, Chancellor Posvar addressed a memorandum to twelve University faculty members requesting them to serve on a University Council for Urban Programs under the Chairmanship of Vice Chancellor for PDPA. Its purposes included finding an optimal way to relate the University to its community, providing a communication bridge, and evaluating how specific urban needs could best be served. Under the auspices of this Council and the Office of the Vice Chancellor for PDPA, a compendium was prepared of all urban programs throughout the University which had a bearing upon urban problems.

It was soon recognized that while the Council could give policy guidance in the development of programs, a full-time staff was needed to guarantee substantial action. To surmount existing budgetary problems, a Buhl Foundation Grant was requested and later approved in December 1968 "to improve the capabilities of the University of Pittsburgh" and "to assist in the solution of urban and environmental problems." Funding from this Grant made possible the establishment of the new OUCS in May 1969 and provided its principal support until a University budgetary allocation was made in September 1969.

The work of organizing and developing programs for the Office of Urban and Community Services was intensive during the summer of 1969, after Dr. Bell became available full time. During that period, substantial efforts were made to resolve and clarify the mission and programs of OUCS. The purpose and focus of the Office was outlined by Dr. Bell in a memorandum of July 28, 1969 entitled "An Overview," salient portions of which are as follows:

> "The University of Pittsburgh, like other major universities around the nation, has responded to Black people's demands and pressures by the creation of Black Administrative positions such as Assistant Vice Chancellor of Urban and Community Services to deal with some of the following issues:

1. To what extent and how are black concerns and community urban concerns taken into account in relationship to the University's goals, policies, priorities, and allocation of resources?

2. Specifically, how are black communities affected internally and externally when one begins to formulate answers to the first question? Essentially, tentative answers to the above two questions have been formulated by the March 31 memo of Dr. Wesley Posvar, and the Van Dusen proposal to develop a program of University-Urban Interface.

"It should be made clear in this clarification of the Assistant Vice chancellor's function, his role, if he is black, cannot be based on being a buffer or "colored" mediator of conflict between black people and the University. Rather, his basic function should be to provide a black policy perspective for deans, campus chairmen, and the Chancellor's main administrative officials which begins to redefine organizational policy, resource allocation, programs and project priorities, and University functioning in terms of its systematic positive or negative effects on the black community and the community at large."

With operating experience the Office of Urban and Community Services clarified its role and expanded its "Overview" statement in successive revisions. The method of operation was to use six urban action agents utilizing Mediation, Advocacy, Initiation, and Information Bank development as approaches, techniques, and processes. Each action agent was assigned to a specific "block" of departments or schools of the University and also to the task of assessing the needs of eight poverty areas in order to be able to design programs which would match the needs of the community and the resources of the University.

During the fall months of 1969 the Office of the Vice Chancellor for Program development and Public Affairs reviewed the duties and responsibilities of each of the offices under its supervision and issued to each an up-dated directive. As part of that program, a memorandum of October 15, 1969 was sent to the Assistant Vice Chancellor and Director of the Office of Urban and Community Services prescribing in the main the following:

Under the direction of the Vice Chancellor for Program Development and Public Affairs, the Assistant Vice Chancellor and Director of the Office of Urban and Community Services shall:

1. Ascertain how the University can best respond to needs of the urban community - specifically the minority urban community.

2. Determine what the community needs and what specific and general talents and resources the University of Pittsburgh has, is willing to use, and able to offer.

3. Respond to demands, anticipate problems, formulate and recommend policies and monitor University efforts with respect to matters that implicate the community.

4. Provide minority citizens with a channel of communication and undertake the role of mediator, advocate, and initiator for their needs and concerns.

5. Participate in community service programs involving University relationships with disadvantaged persons.

6. Develop a procedure for and maintain a periodically-updated Information Bank to serve the needs of the University and the community.

7. Train a staff that can establish rapport through dialogue with the community, especially the black community, and thereby provide minority citizens with a dynamic channel for expressing their concerns to officials of the University.

The accomplishments and evolving role of the Office of Urban and Community Services have been fully detailed in an eighty-four page report to Deans and Members of Faculty issued in the fall of 1971 by that office. Some 67 examples of dialogues, projects, cooperative efforts, and assistance to other schools and departments of the University were described.

In summarizing and evaluating the work of the Office of Urban and Community Services, the director listed in capsule form the following major projects which he considered to be successful:

" . . .The original New Careers Program gave many people in dead-end jobs a new start in life.

. . .The Student Consultant Project is bringing valuable expertise to black businessmen.

. . .The Dental School Recruitment effort should provide the city with more black dentists.

. . .The Model Cities Educational package is not only ful illing an educational need, but is an example of a coordinated effort by the University, citizens, and a community agency to work and plan together.

. . .The projects on the Street Academy, North Side Research, Homewood-Brushton Trouble Center, and Community Newspapers are concrete examples of using either resources of the University or community agencies to benefit the community.

. . .The Student Aid functions of this office have given more than a hundred students who would otherwise have been unable to attend college an opportunity for an academic career.

. . .The Police Training Program is another excellent example of an interface between the University and a distinct "community," and it may help to sensitize policemen to problems in minority communities.

The Office of Urban and Community Services can point to what is considered to be relative progress, but with emphasis that many of these projects were in conjunction with other departments, and in some cases our role was to serve as a consultant. Our function as the University's Office of Urban and Community Services, however, still motivates us to give other departments and offices the impetus needed to follow the Chancellor's lead in committing the entire University to assume a responsible role by making resources available to meet mounting urban crises."

THE UNIVERSITY-URBAN INTERFACE PROGRAM

The sequence of events beginning with the establishment of the University Council on Urban Programs under the Chairmanship of the Vice Chancellor for Program Development and Public Affairs and his proposals to the Buhl Foundation and the United States Office of Education has been described in the preceding pages of this report. These antecedents have necessarily shaped the context of the University-Urban Interface Program.

The Proposal for Continuation of a University-Urban Interface Program developed during the six-month planning grant and submitted on December 15, 1969, consisted of the five projects. Dr. Brictson joined the staff in January, 1970, as Director of Research Programs in PDPA and became Director of Research for the University-Urban Interface Program. In March of 1970, the Office of Education approved the program for another year with Phase II extending from April, 1970, through June, 1971. The University-Urban Interface Program was evaluated by an Office of Education Site Visitation Team during April 26-28, 1971. With a favorable evaluation report, the Office of Education has approved the further extension of the Program and has funded it at the rate of $200,000 a year through June of 1973.

The progress of the University-Urban Interface Program has been detailed in reports to the Bureau of Research, United States Office of Education entitled Phase II Interim Report (April 1970-June 1971) and Phase III Progress Report I (July-September 1971). Pertinent excerpts are as follows:

Interface Context: The major thrust of the University-Urban Interface Program is to study, chronicle, and evaluate community relations efforts of an established major urban institution of higher education during a time of change. The program incorporates these major projects: Minority and Community Services, Campus Development, Communications, Emerging Goals, Governance, and Economic Impact of the University of Pittsburgh. Research, development, demonstration, and dissemination of information on the University of Pittsburgh program should provide generic guidelines meaningful to other interested universities, organizations, or groups.

Minority and Community Services: Focus has shifted to a University-wide approach to minority and community services, rather than on operational support for the Office of Urban and Community Services (OUCS) as an entity. In this larger framework we have incorporated research projects undertaken through academic departments or individual efforts, as well as ones which were originally encouraged through the independent sponsorship of OUCS. To assure maximum flexibility for OUCS in maintaining an action orientation, its operations have been fully supported by University matching funds. Similarly, OE funds have been allocated to projects in this area that conform to established research criteria. Such projects that embody defined research modules in addition to operational components active in the community have been called "Operation Outreach" projects.

Outreach One, the South Oakland-Hill District Center for Primary Prevention, (Right Start) was stimulated through a directive from high-level administrative officials to academic departments to submit research proposals dealing with the area of racial injustice. A Psychology Department proposal was subsequently accepted, which led to the hiring of a new faculty member who was able to spend time in the community. Through this community inter-action, plans were developed for a program of detection and prevention of psychological problems which lead to eventual social disadvantage.

Outreach Two works through the community-based Neighborhood Centers Association (NCA). NCA is a long-established community organization which has moved from a traditional ethnic settlement program to a community participation program dealing with neighborhood problems such as housing and racial conflicts. Through the Graduate School of Social Work, the resources of the University are sharing in the effort to redevelop this community.

Outreach Three, the Student Consultant Project (SCP), was conceived by a group of concerned students in the Graduate School of Business who wanted to share their expertise and energy with black businessmen. These students have carried a major part of the responsibility for the activities of SCP and are now reaching out to involve students in other local colleges and universities. SCP has also helped black businessmen become more aware of and make better use of resources already available in the community.

The fourth Outreach project represents a program developed within a University laboratory setting, then moving into a center-city black school. The Clarifying Environments Laboratory developed the use of "talking typewriter," picturephones, and other innovative educational approaches which are now being applied in a public school in a poverty area. Before this method of helping disadvantaged children as developed in the laboratory could actually be put into operation, community participation in the plans of the researchers became essential. Only by this means could the purposes of the research be understood and accepted by community members and the special circumstances of those in the population to be served be communicated to those who had developed the innovative techniques.

The differences inherent in each of these projects' origins and approaches to an interface offer an opportunity to analyze the problems and ramifications of University-community interactions. The analysis of these projects, in terms of the interaction among the University, the community, and the target agency, will be undertaken using an institution-building perspective.

Campus Development Impact: The title of this program has been changed from "Campus Expansion" because the new term is more comprehensive and neutral. Activities related to four areas have been selected: (1) Forbes Field Complex (area of stadium formerly used by professional athletic teams), Phase I; (2) Hillside Dormitory; (3) Chemistry Building construction; (4) Medical Complex. Variables to be considered include University plans, lead time, community viewpoints, government involvement, and interaction both within and among University, community, and government groups. Also to be addressed are certain emerging issues: (1) Is development necessary? (2) Does a master plan exist? (3) What city-community-university and other inputs are required? (4) What relocation problems will occur? (5) Is multi-purpose planning warranted? (6) What communications are essential?

Originally direct studies within the Community were planned. However, because of the sensitivity and controversy surrounding campus development, research has been restricted to secondary sources, observation of negotiating groups, and interviews with key personnel involved in the area.

Communications: The goal of the Communications project is "to explore systematically the perceptions of the University held by a variety of relevant publics, to analyze the discrepancies between each of those perceptions and what a university really is and can do, and then to communicate to each of those publics a more realistic and accurate impression." In the first phase of research:

> . . . The emphasis was on defining and tracing the channels of communication which were being employed, beginning with the formal channels. Attempts were made to define the publics these channels were reaching - and the publics they were failing to reach. Carefully scrutinized as well was the information content that was actually flowing through these channels. Finally, an attempt was made to uncover and evaluate the present perceptions of the various publics that were being reached through these channels as to the role and the image of the University.

As the research project moves to the next phase, more emphasis is being placed on "image mapping" as used in the institution-building research framework. This research approach calls for data as to how various internal and external constituents of the University perceive the roles and programs of the University. The most salient categories for this mapping would be as follows:

Images held by . . .

1. Leaders (such as Trustees, administrative officials);
2. Program implementors (such as faculty and staff);
3. Those whom the University directly serves (students, clients of community projects);
4. Effectors (those who are external or organization structure, but who have some authority, such as financial donors and legislators);

5. Influentials (politicians, business leaders, community organizers);
6. The general public.

Special attention will be given to image mapping of the other priority areas of University-Urban Interface, that is, perceptions of minority and community services, of campus development, and of long-range goals. This image mapping can be used to complement other observations in these priority areas. At the same time, it will be important to observe the effect that the communication process itself has on reinforcing or changing those images held by the many University constituencies.

Emerging Goals: The Community Long-Range Goals Project: The University-Urban Interface Program is an action-research effort designed to study the actual and potential roles of the University of Pittsburgh in the community in a time of change. By chronicling and evaluating efforts and innovations, their successes and failures, the hope is to improve this University's urban interaction and to establish guidelines for other interested organizations or institutions. One of the major projects of the University-Urban Interface Program is the Community Long-Range Goals Project. This project will bring together community leaders and University faculty in a series of thought-provoking Forums. These experts, working together, will focus on four specific topics which have been selected for concentrated attention from the larger number of problem areas facing our community today. These four are "Conflict Management;" "Health Services;" "The Administration of Justice;" and "Community Goals and the Government of Metropolis."

The University of Pittsburgh wants to relate itself to the long-range goals of its region in such a way as to perform its responsibilities for education, research, and public service with maximum effectiveness. This is difficult to accomplsih for a number of reasons, two of which are especially important. First, it is frequently impossible to determine the emerging long-range goals of a community, because specific mechanisms for this purpose are lacking. Second, it is difficult to agree on the dimensions of the "community" or region relevant to the University of Pittsburgh or any other urban university. There are many groups and interests to be served and they often have conflicting views about and desires for the future.

It is the purpose of the Goals Project to establish a set of activities which will serve to elicit and monitor the goals of this multi-faceted "community." It is its further purpose to serve as communicator of these findings to the University and to other concerned interests in the community. The intention is to develop continuing mechanisms of communication and mutual planning and development. One method is the establishment of experimental policy research centers such as the Human Services Research Center, now the subject of a feasibility study.

Governance - University Organization for Urban Interaction: This Project will be implemented during Phase IV. Effective work in this area is contingent upon cumulative experience. Such experience will help to clarify ways in which universities can be organized better to interact more effectively with the urban community and to improve understanding of their varied roles both internally and externally. The policy implications of research will be delineated and various ramifications of alternative programs outlined. Administrative reaction and response to interim UUIP results should provide data on ways of facilitating use of the research results by operational units. Such data should enhance the value of program results to others by suggesting guidelines for expeditious transfer of knowledge to places where it will be most valuable.

Economic Impact of the University of Pittsburgh Upon Its Community: Under the auspices of the University-Urban Interface Program, the University has initiated a study of the economic impact of the University of Pittsburgh upon its community. The prototype study is a cost-shared effort conducted under the direction of Dr. John Caffrey, President of the Educational Systems Research Group (ESRG) and former Director of the Commission on Administrative Affairs of the American Council on Education. The basic model for the study is described in Estimating the Impact of a College or University on the Local Economy, a recent book by Dr. Caffrey and Dr. Herbert H. Isaacs. The study's principal investigator is George Mowbray, an economist.

It is expected that this undertaking will be of value to both the University and the community which it serves. Moreover, this baseline study represents only a first step because the associated procedures may enable the University to conduct subsequent studies that allow trend analysis.

An internal advisory group has been established to facilitate access to University records and information on activities as well as advice on interpretation and methods. Similarly, an external group composed of representatives of government, business, sister institutions of higher education, and other organizations has been established to perform comparable functions.

Research in Progress: An analysis of the following activities is in various stages of completion:

1. Indirect effect of the University on real estate values and taxation;
2. Municipal-type Pitt services;
3. University businesses that compete with the private sector;
4. University's purchases for operations;
5. Fiscal year 1970-71 data from Comptroller;
6. Impact of visitors to the campus;
7. History of the development of Pitt;
8. Life income of living alumni;
9. A summary of sources of Pitt funds; and
10. Surveys of faculty, students, and staff.

A report is being prepared which includes commentary on the methods and problems of the study for guidance in future studies of University economic impact on the community. Any improvement or variation of the methods outlined in the Caffrey-Isaacs book would be available to Pitt personnel for continuing impact assessment and updating and to other colleges and universities.

SUMMARY

The Office of Program Development and Public Affairs (PDPA) from its inception in September 1967 to July 1971 was primarily concerned with advancing the total University with its traditional mission of teaching and research and with facilitating the University's emerging concerns for public service. The Office assisted with the program development of new directions of the University, especially state-relatedness and the urban dimension, and was responsible for the various offices related to public affairs.

Part I of this report has emphasized mainly the historical origins and developments of the several offices and functions in the area of PDPA. Part II is a compliation of more detailed descriptions of the content and foci of these programs. This summary is intended to draw attention to the components of PDPA and some of their responsibilities and accomplishments.

A basic concern was interpreting the University to its important local, national, and international constituencies. The Office of News and Publications had the dual task of projecting the total University to the Public as well as providing faculty and staff with a regular source of information. The University Times was created to fill this latter need.

An Office of Governmental Relations was organized in recognition of the public responsibilities of the University and to more fully realize the potentials of funding from state and federal sources. That office also coordinated some of the local community and governmental relations with campus expansion.

A foundation was laid for a viable alumni program and a steady growth Annual Giving Fund which despite national trends to the contrary attracted a dramatically increasing number of donors. First steps were taken towards specialized capital campaigns to produce growth in private resources over the next decade. Both of these new thrusts in the Office of Development and Alumni Affairs were dependent upon the enlistment of hundreds of volunteers not formerly involved in supporting the University.

The international dimension of the University was given new impetus through the Office of Cultural and Educational Exchange through its establishment of an off-campus housing office for foreign students, the appointment of a Foreign Students Admissions Counselor, improved foreign student advisement and orientation, giving full time professional direction to the Nationality Rooms programs and continuing institutional support to the Regional Council for International Education and the Pittsburgh Council for International Visitors.

The University Press added substantially to the public image of the University through the publishing of scholarly works which were favorably and prominently received. The substantial increase in the number of manuscripts submitted for consideration is but one indication of the growing reputation of the University of Pittsburgh Press.

An Office of Special Events was established to professionally plan and execute all University-wide functions. The management of Stephen Foster Memorial and the Heinz Memorial Chapel was integrated into the University's public service function.

An Office of Urban and Community Service was established to ascertain how the University could best respond to needs of the urban community; specifically, the minority and urban community. It provided the minority citizens with a channel of communication and undertook the role of mediator, advocate, and initiator for their needs and concerns.

A unique opportunity to systematically evaluate how the University relates to its community was provided through the University Urban Interface Program (UUIP). A research team assembled to work over several years began in 1969, and is investigating various aspects of the University's community relations efforts. UUIP includes systematic study of minority and community services, campus development, communications, the process of relating the University to emerging goals of the community, and the economic impact of the University of the Pittsburgh region.

END

DEPT. OF HEW

NAT'L INSTITUTE OF EDUCATION

ERIC

DATE FILMED

MAY 3 1976